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3 September 1968

MEMORANDUM FOR THE RECORD

SUBJECT: Annual Review of Agency RD&E Program

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1. The purpose of this memorandum is to record a discussion between Mr. Clarke and Messrs. Carl Duckett and [REDACTED] on 12 August 1968 concerning respective responsibilities and procedures for the conduct of the annual review of the Agency RD&E program and the preparation of the RD&E Program Memorandum.

2. The intent of the understanding which resulted from the discussion is to integrate the review of the RD&E program with reviews of other major programs which are conducted by O/PPB and to involve the DD/S&T as the Agency R&D Coordinator at those points in the process where decisions are made on the overall shape and thrust of the R&E program.

3. Therefore, in keeping with this intent, the following points were mutually agreed to:

a. O/PPB staff members will have primary responsibility for analyzing directorate RD&E submissions, developing questions for hearings, conducting program hearings, drafting issue sheets and preparing the Agency issue memorandum, and for preparing the RD&E Program Memorandum.

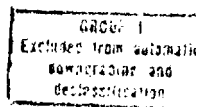
b. DD/S&T will receive copies of all directorate RD&E submissions for analysis; will attend the RD&E hearings of all components; will review and comment on, as desired, all RD&E issues in draft; and will review the draft RD&E Program Memorandum prior to submission to the Executive Director and the Bureau of the Budget. DD/S&T comments on all RD&E programs will be submitted as various points in the review process, as desired. DD/S&T will be afforded an opportunity to comment directly to the Executive Director on all issues in the RD&E program.

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[REDACTED]
Acting Director of Planning,
Programming, and Budgeting

cc: ADD/S&T

~~SECRET~~

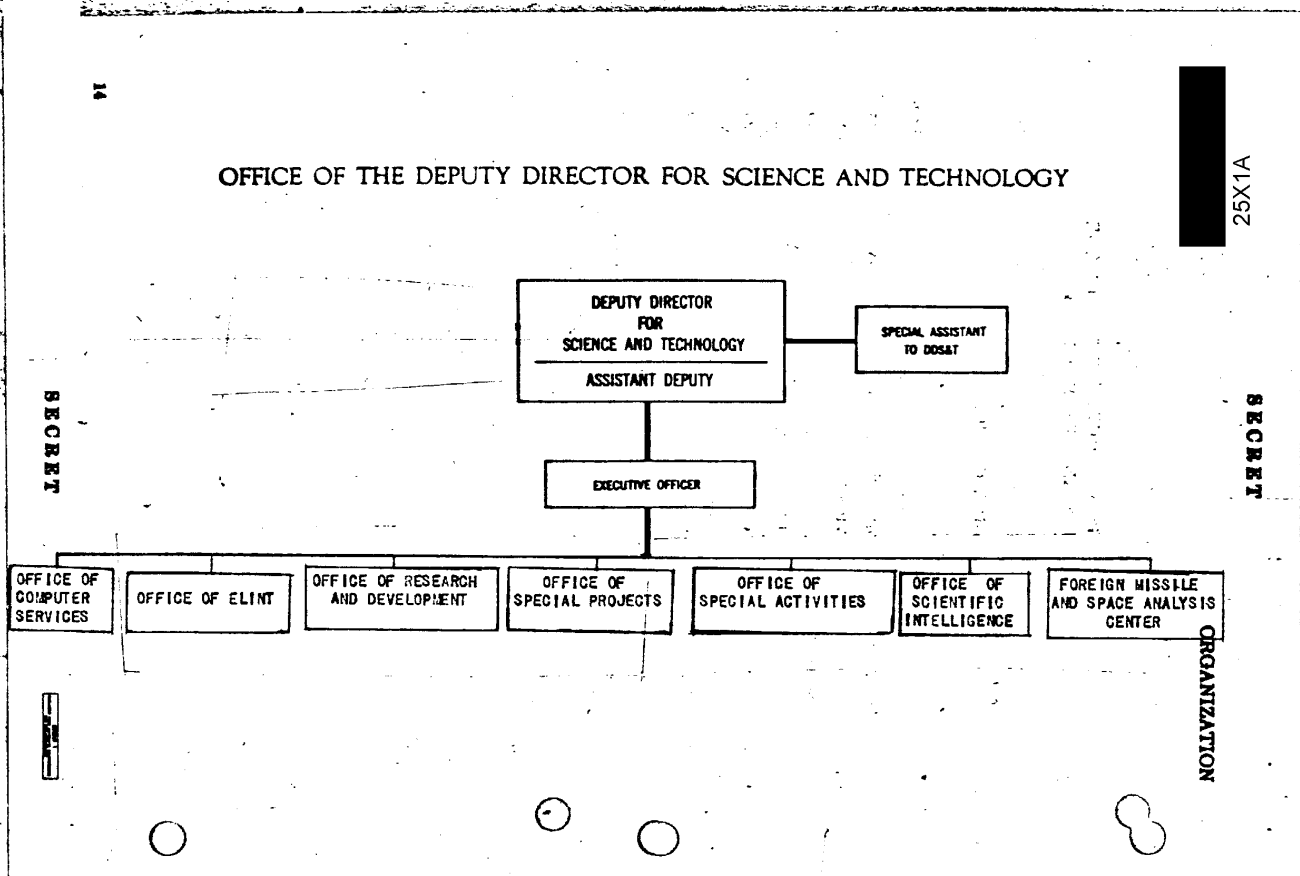


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DD/S&T# 2822/67

7 July 1967

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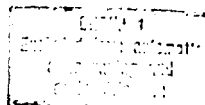
MEMORANDUM FOR THE RECORD

SUBJECT: Coordination of Agency Research, Development, and Engineering

1. The recent series of meetings held by Clandestine Services and DD/S&T personnel resulted in a set of draft notices aimed at articulating the problem and the proposed solution to the Agency's RD&E planning mechanisms. In the interest of providing still further clarification of the role of the DD/S&T in this process, some additional background is felt to be pertinent. This brief memorandum attempts to record the essence of the group's conclusions in language that was difficult to incorporate into the regulatory issuance suggested by the group.

2. Previous attempts at identifying and articulating a method by which the Agency's technical personnel can plan and execute a meaningful RD&E program specifically responsive to the Agency's needs floundered on the rocky shoals of the role to be played--admittedly a critical one--by the Agency's senior technical officer. The current resolution envisions a central role in the planning cycle for the DD/S&T. It also defines the planning process. It was clearly agreed that the task of coordinating the separate inputs from each Directorate into a meaningful and balanced RD&E program shall belong to the DD/S&T. It will be his job also to "... seek resolution of areas of duplication among the offices and identify RD&E gaps which may not be recognized by the offices." The new proposals then define the procedures by which identified areas of planning disagreement may be resolved between the various Directorates.

3. Having defined a clear, central role for the DD/S&T in the Planning cycle, it was agreed that execution of the Agency's RD&E program can and must be accomplished in a totally decentralized manner. Thus, with the exceptions noted, each Directorate will be responsible for the specific manner in which they carry out their agreed upon technical missions. It was felt that while technical "second guessing" should be scrupulously avoided by the various Directorates there is a further role for the DD/S&T in providing a centralized technical "bookkeeping" service for senior Agency management. We envision this activity to be primarily for the purpose of assuring broad compatibility with the previously agreed upon



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plan and not specific technical feasibility of any particular project. In addition, the DD/S&T would be available for technical review purposes to the Director on any projects submitted to him for approval.

4. In brief then, it was the ad hoc committee's unanimous conclusion that Agency RD&E planning needs clear and consistent centralized guidance while execution of this plan was to be handled by each Directorate in a clearly decentralized fashion.

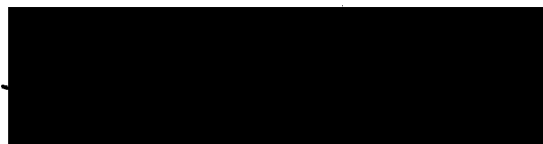
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Sidney Gottlieb
Chief, TSD

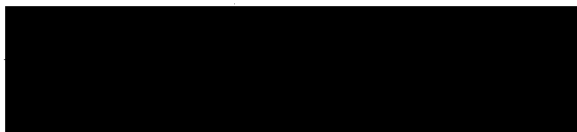
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DC/TSD/D&E

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DD/ORD/DD/S&T



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